



DRAFT PORTFOLIO HOLDER DECISION NOTICE

PROPOSED INDIVIDUAL DECISION BY THE PORTFOLIO HOLDERS FOR FINANCE & RESOURCES AND PERFORMANCE & COMMUNICATIONS

TOPIC – PERFORMANCE DIVISION BUSINESS PLAN

PROCEDURAL INFORMATION

The Access to Information Procedure Rules – Part 4, Section 22 of the Council's Constitution provides for a decision to be made by an individual member of Cabinet.

In accordance with the Procedure Rules, the City Secretary and Solicitor, the Chief Executive and the Director of Finance are consulted together with Chairman and Vice Chairman of the Principal Scrutiny Committee and all Members of the relevant Scrutiny Panel (individual Ward Members are consulted separately where appropriate). In addition, all Members are notified.

Five or more of these consulted Members can require that the matter be referred to Cabinet for determination.

If you wish to make representation on this proposed Decision please contact the relevant Portfolio Holder and the following Committee Administrator by 5.00pm on Monday 26 March 2007

Contact Officers:

Case Officer: Jacky Adams, Tel: 01962 848 356, Email: jadams@winchester.gov.uk

Committee Administrator:

David Blakemore, Tel: 01962 848 217, Email: dblakemore@winchester.gov.uk

SUMMARY

Approval is sought to the detailed Business Plan for this Division. The Business Plan sets out the key tasks that the Division will undertake over the coming five years, with SMART (Specific, Measurable, Agreed, Resourced and Timed) targets (both through actions and performance indicators) by which progress will be measured and monitored. The Plan also gives additional information about the role of the Division, the resources allocated to it (in terms of both staff and budgets) and the key risks that are being addressed through its work.

Key actions to be undertaken in this Division are:

- Continue to develop the process for setting priorities and linking these to service and financial planning, working with the Heads of Division responsible for Policy and Finance;
- Continuing to develop performance monitoring and management, making full use of the Covalent Performance Management system;
- Continuing to develop the Council's systems for Scrutiny, with greater emphasis on the benefit being made to local communities through the work of all agencies;

- Continuing to improve the Council's procurement practices and procedures to ensure goods and services offer best value for money;

The Head of Division is satisfied that the actions put forward in this Business Plan will work towards the Council's corporate objectives, as set out in the Corporate Strategy 2007-12 or otherwise ensure that the Council meets the statutory obligations placed on it by central Government. Other than where indicated, these actions can be achieved within the resources available. Plans are in place, or will be developed, to ensure that targets shown for key performance indicators can be achieved in the timescale shown.

PROPOSED DECISION

That the Business Plan for the Performance Division be approved as attached.

REASON FOR THE PROPOSED DECISION AND OTHER ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

Business Plans form an important part of the Council's performance management process as they set out the key actions for the coming year. The Business Plan put forward for adoption sets out the actions that will best help the Council achieve its corporate objectives and meet its statutory obligations within the resources available to it, as far as can be seen in the light of current circumstances. While alternative approaches would be possible in many parts of the Plan, the actions being recommended are believed to give best value to the authority.

FURTHER ALTERNATIVE OPTIONS CONSIDERED AND REJECTED FOLLOWING PUBLICATION OF THE DRAFT PORTFOLIO HOLDER DECISION NOTICE

The Resources Scrutiny Panel and Principal Scrutiny Committee will be consulted on this Business Plan and any points raised will be reflected in the final Decision Notice.

DECLARATION OF INTERESTS BY THE DECISION MAKER OR A MEMBER OR OFFICER CONSULTED

None

DISPENSATION GRANTED BY THE STANDARDS COMMITTEE

N/A

Approved by: (signature)

Date of Decision

Councillor Frederick Allgood – Portfolio Holder for Finance and Resources

Approved by: (signature)

Date of Decision

Councillor George Hollingbery – Portfolio Holder for Performance & Communications

Performance Division Business Plan 2007 - 2012

1. Brief Description of the Service and its Purpose

In partnership with the Head of Partnerships & Communications, to support the Chief Executive and Corporate Management Team in their work to modernise the Council's working practices in line with its Corporate Strategy. In particular to:

- *Continuously improve the Council's Performance Management Framework, (covering the development of the Corporate Strategy, integrated service and financial planning, performance monitoring, project management, quality of life and performance indicators, effective systems for recording and managing complaints, and links to the risk management process);*
- *Champion, support and develop the Council's scrutiny processes;*
- *Champion, support and develop the Council's procurement processes as part of the wider efficiencies agenda;*
- *Respond to major complaints made against the Council;*
- *Provide business management and administration for the Policy Group.*

2. Links between Council strategic priorities and services

Strategic priority	Responsibility of Division
Ensure that we are efficient and offer value for money to local taxpayers	<i>Developing the performance management framework to ensure that clear aims are set, service and resource planning is well integrated and that performance management and monitoring systems are robust at delivering corporate aims and objectives.</i>
	<i>Ensuring that the Scrutiny system is robust in holding the Executive to account.</i>
	<i>Supporting delivery of more efficient and effective procurement practices.</i>
	<i>Developing the Council's complaints system to support service improvement</i>
Work with partner organisations to deliver improvements in quality of life across the district	<i>Developing the Scrutiny system to take a wider overview of the work of partnerships in improving quality of life for local people and communities.</i>
Develop working practices and a working environment which benefit our customers and our staff	<i>Supporting the introduction of flexible working and EDRMS throughout the Policy Group.</i>

3. **Summary of Progress in 2006/07**

Achievements

- Corporate planning cycle and performance management framework developed with a stronger focus on outcomes, improved links between the Community Strategy and Corporate Strategy and new format developed for Corporate Strategy Implementation Plan;
- Initial implementation of new corporate performance management system (Covalent) successfully completed;
- Series of scrutiny reviews completed with a wide range of recommendations made to improve Council services to the public;
- Updated Procurement Strategy and guide to 'Selling to the Council' agreed and published;
- Efficiency target for procurement substantially met, with work in hand to continue to achieve procurement savings;
- Further spend review carried out, with links to developing Contracts Register as basis for better management of procurement in future;
- IDeA peer efficiency review supported;
- Council's statutory requirements for Best Value met, with all satisfaction surveys carried out in accordance with guidance and within timescales;
- Self assessment for 'Value for Money' element of the 'Use of Resources' assessment submitted by due deadline;
- Comprehensive responses made to all Ombudsman complaints and other major complaints.

Work in Progress

- Development of improved processes for managing and monitoring complements and complaints;
- Continued implementation of Covalent Performance Management System;
- Review of progress in developing role of scrutiny and overview;
- Developing better procurement

4. Service Priorities 2007/12 – Key Priorities

Key:

Performance Division Staff

HPM Head of Performance & Management
 CPO Corporate Performance Officer
 PO Procurement Officer
 CO Complaints Officer
 AO Admin. Officer (Job share post)

Staff from other Divisions

CX Chief Executive
 HPC Head of Partnerships & Communications
 ADF Assistant Director of Finance
 RO Research Officer
 BMs Business Managers
 HoD Other Heads of Divisions

A) Key Service Priorities 2007/08 onwards

	Why are we doing this	What will we do?	When will we do it?	How will we measure our success?	How much time / money will it take?	Who's Accountable?
1	Ensure that we are efficient and offer value for money to local taxpayers	Lead the continued development of the Council's Corporate Planning Cycle, with particular emphasis on outcome focus (through Outcome Based Accountability), stronger links between service and resource planning and improved medium term planning.	Programme to be agreed with Leader by 1 June each year	Corporate strategy, targets for delivery and integrated budget prepared in line with agreed programme. For 2008/09 onwards, stronger integration of service, financial and workforce planning to be in place.	HPM – 10 days HPC – 5 days ADF – 5 days CX, Directors, HoDs	HPM
2		Lead the review and update of the Council's Corporate Strategy and Corporate Strategy Implementation Plan with a strong outcome focus. . Integrate this process with the annual review of the Community Strategy, and the Council's role in relation to the Hampshire Local Area Agreement process	For approval in line with agreed programme	Work on Corporate Strategy and Corporate Strategy Implementation Plan leads budget and business plan preparation.	HPM – 20 days HPC – 5 days CX, Directors, HoDs	HPM

A) Key Service Priorities 2007/08 onwards (continued)

	Why are we doing this	What will we do?	When will we do it?	How will we measure our success?	How much time / money will it take?	Who's Accountable?
3	Ensure that we are efficient and offer value for money to local taxpayers	Develop stronger systems for Programme, Project and performance management and monitoring, making full use of the Covalent performance management system.	On-going but with new systems to operate from start of 2007/08	Regular reporting to Cabinet, Portfolio Holders, Principal Scrutiny Committee, Scrutiny Panels and senior managers on progress being made against agreed corporate objectives and outcomes.	HPM – 15 days CPO – 30 days BMs CX & Directors	HPM
4	Work with partner organisations to deliver improvements in quality of life across the district	Develop performance management and scrutiny systems to support and monitor delivery of the Community Strategy (including key partnership work supporting this and development of a corporate evidence base) making full use of the Covalent performance management system.	To be in place for 2008/09 financial year.	Robust system of performance management in place for 2008/09 financial year, reflecting an Outcome Based Accountability approach.	HPM – 15 days HPC – 10 days CPO – 10 days BMs	HoP
5	Ensure that we are efficient and offer value for money to local taxpayers	Support delivery of agreed programme of scrutiny reviews.	Annual programme to be confirmed by end July	Reviews completed on schedule, identifying areas for future improvement.	HPM – 2 days Committee Administrators (plus time from officers directly involved in supporting reviews)	HPM

A) Key Service Priorities 2007/08 onwards (continued)

	Why are we doing this	What will we do?	When will we do it?	How will we measure our success?	How much time / money will it take?	Who's Accountable?
6	Ensure that we are efficient and offer value for money to local taxpayers	Develop and implement a programme of service reviews to drive improvement, embed an Outcome Based Accountability approach and help the Council meet its Corporate Priorities.	Annual programme to be agreed by CMT by end May	Reviews completed on programme. Improvements identified in reviews delivered according to agreed programme	HPM – 5 days CPO – 20 days (plus time from officers directly involved in reviews)	HPM
7		Develop and implement a data quality strategy.	Strategy to be agreed by end July 2007	Continuing improvements in quality of data used by managers, Members, public and external inspectors.	HPM – 10 days (plus input from other senior managers and training of relevant staff.)	HPM
8		Identify opportunities for procurement savings and support delivery of those savings, in line with the Council's efficiency programme.	Programme to be in place by end May 2007, with savings achieved in line with agreed programme and annually by end of October thereafter.	Efficiency savings achieved through improved procurement.	HPM – 5 days PO – 40 days	HPM
9		Research, purchase and implement e-procurement system in collaboration with renewal of Council's financial management system.	System to be purchased in 2008/09.	Increased economy, efficiency and effectiveness in Council's procurement through use of e-procurement system.	HPM - 5 PO - 20 (plus IMT support)	HPM

B) Other Services we aim to deliver 2007/12

	Why are we doing this	What will we do?	When will we do it?	How will we measure our success?	How much time / money will it take?	Who's Accountable?
10	Ensure that we are efficient and offer value for money to local taxpayers	Prepare Council's Annual Report 2006/07 (Best Value Performance Plan Part 2)	For approval by Council before end June 2007	Annual Report approved and published on Internet before end June 2007. Key progress against targets communicated to Members and public before end July 2007.	HPM – 1 day CPO – 20 days	HPM
11		Develop methodology and programme for combining the Council's current Annual Report and the Annual Monitoring Report into a single annual report	Methodology developed for implementation in 2008/09 (subject to legislation)	Joint annual report published in 2008/09.	HPM – 5 days HSP – 2 days CPO – 10 days	HPM / HSP
12		Submit 2006/07 national BVPI return in line with national requirements and support external audit process	For submission by end June 2007. Audit dates to be agreed with Auditor	Compliance with national and auditor requirements. Council's performance reported to senior managers and Cabinet before end July 2007	HPM – 1 day RO – 10 days	HPM
13		Respond to White Paper consultation on new performance indicators / performance management regime.	In line with Government timetable (due summer 2007)	Response made by deadline set.	HPM – 2 days	HPM

B) Other Services we aim to deliver 2007/12 (continued)

	Why are we doing this	What will we do?	When will we do it?	How will we measure our success?	How much time / money will it take?	Who's Accountable?
14	Ensure that we are efficient and offer value for money to local taxpayers	Continue to implement a three yearly programme of satisfaction surveys in line with current BVPI requirements.	Next surveys due autumn 2009/10	Trend information on residents' satisfaction with the Council and key services available to influence review of 2010/11 Corporate Strategy	To be determined nearer the time but may require additional budget for survey work.	HPM
15		Prepare Council's Corporate Strategy Implementation Plan (Best Value Performance Plan Part 1 if still required)	Annually for approval by Council in February	Corporate Strategy Implementation Plan, containing meaningful indicators and targets, agreed by due date.	HPM – 10 days Directors, Business Managers and Head of Division to input	HPM
16		Co-ordinate the City Council's input into the Local Public Service Agreement Round 2 process	On-going until 2009	Achievement of City Council's contribution towards Hampshire stretch targets	HPM – 3 days	Lead officers
17		Carry out annual review of the Council's business planning processes to ensure they remain fit for purpose.	Annual review to be completed by end October	Business planning processes underpin successful delivery of Council's programmes of work.	HPM – 1 day CPO – 5 days	HPM
18		Introduce an award to promote and recognise creativity and innovation in the delivery of the Council's services.	To form part of 'Alfie's' from 2007 onwards	Ideas for business innovation recognised and publicised to spread good practice within the Council.	HPM – 1 day BM	HPM

B) Other Services we aim to deliver 2007/12 (continued)

	Why are we doing this	What will we do?	When will we do it?	How will we measure our success?	How much time / money will it take?	Who's Accountable?
19	Ensure that we are efficient and offer value for money to local taxpayers	Respond to Government proposals for developing the overview and scrutiny process, in particular through 'community call in'.	In line with statutory timetable (due 2007).	Response made by deadline set.	HPM – 2 days.	HPM
20		Develop stronger direct and indirect support for scrutiny bodies.	To be in place for July 2007.	Overview and scrutiny process is understood by both officers and Members and properly supported.	HPM – 5 days. ACS and other Heads of Division	HPM
21		Develop and implement improvement plan to raise Council's 'value for money' score within the Use of Resources Assessment.	Improvement Plan to be agreed by end of June 2007	Council assessed as '3' for Value for Money element of Use of Resources Assessment no later than end March 2009.	HPM – 5 days BMs -	? HPM
22		Support work to improve Council's overall Use of Resources score.	In line with agreed programme	Council assessed as no less than '3' in Use of Resources assessments taking place over next five years.	To be confirmed	?
23		Advise and support the Chief Executive and Corporate Management Team in responding to future inspections and assessments, including new Area Assessments when introduced.	As required	Council is positioned to achieve positive assessments under new systems as they are introduced.	To be determined once requirements are known	CX

B) Other Services we aim to deliver 2007/12 (continued)

	Why are we doing this	What will we do?	When will we do it?	How will we measure our success?	How much time / money will it take?	Who's Accountable?
24	Ensure that we are efficient and offer value for money to local taxpayers	Develop systems for active management of contracts register, ensuring contracts are renewed in a timely manner.	System to be in place by end September 2007	Contracts renewed in a timely manner. Efficiency savings achieved from better scoping of contracts.	HPM – 1 day PO – 3 days	HPM
25		Support renewal of key contracts.	In line with programme	Contracts renewed in a timely manner, with best value achieved through process.	PO – To be confirmed	Contract Lead Officer
26		Implement programme of targeted savings through better procurement.	In line with programme	Savings achieved in line with efficiency programme.	PO – To be confirmed	HPM
27		Prepare 'Code of Practice' for procurement and embed any changes introduced within culture of Council.	To be in place by December 2007	Code of practice agreed and delivered.	HPM – 5 days PO - 15	HPM
28		Carry out regular spend analysis to drive future procurement improvements and improve coding systems to support more efficient capture of information.	Spend analysis for 2006/07 spend to be complete by end October 2007	Spend analysis information available to help inform budget preparation for 2008/09 onwards	HPM – 2 days PO – 20 days	HPM
29		Respond to Ombudsman inquiries within set deadlines	As complaints are received	Responses made in a timely fashion. Systems improved in response to complaints	HPM – 5 days CO – 165 hours	HPM

B) Other Services we aim to deliver 2007/12 (continued)

	Why are we doing this	What will we do?	When will we do it?	How will we measure our success?	How much time / money will it take?	Who's Accountable?
30	Develop working practices and a working environment which benefit our customers and our staff	Lead and support the implementation of EDRMS within the Performance, Policy and Strategic Planning Divisions.	In line with agreed timetable	EDRMS used effectively throughout Performance, Policy and Strategy Planning Divisions.	HPM - 32 AO – 20	
31		Participate in 'Proof of concept' for home and flexible working project.	As set out in Project Plan	Improved efficiency and reduced office costs through more flexible working practices.	HPM – 5 days CPO – 2 days PO – 1 day	HSP
32		Introduce and support improved business processes to ensure compliance with the Statement of Internal Control.	To be in place following office move in April 2007	Systems of Internal Control in place to ensure good governance.	HPM – 5 days AO – To be confirmed	HPM
33		Implement improved systems to monitor and review the effectiveness of staff training.	?	Training well directed, with benefits maximised.	HPM – 1 day AO – On-going	HPM
34		Review and adapt internal systems as required following office moves in April 2007	Revised systems to be operational from start July 2007	Systems appropriate to changed working environment.	HPM – 2 days AO – To be confirmed	HPM

Resource Implications

A) Financial

The Performance Division is currently responsible for providing business support to the Policy and Strategic Planning Divisions and to the Chief Executive and his PA. Following the introduction of the organisation development proposals and the office moves, responsibility for those budgets under the control of the Chief Executive will be transferred from this Division.

2006/07 Revised			Service Activity	2007/08 Estimate			FTEs	Notes
Exp. £000's	Income £000's	Net £000's		Exp. £000's	Income £000's	Net £000's		
28(28(0(Performance Management	16(16(0(1.25	Budget held by CSS Also includes support / expenses for Policy and Strategic Planning Divisions Under control of Chief Executive Under control of Chief Executive Under control of Chief Executive Under control of Chief Executive. Work carried out in CSS.
(((Procurement	(((0.75	
(((Complaints	(((0.25	
			Scrutiny				0.35	
641	641	0	Business Admin.	637	645	8	1.10	
227	5	222	Corporate Expenses	237	5	232		
4	0	4	Central Mngt Support	4	0	4		
29	0	29	Essential Subscriptions	29	0	29		
46	0	46	Emergency Planning	46	0	46		

Key projected changes in financial requirements 2008/12:

- Purchase and revenue costs for e-procurement system (included in capital and IT programmes for 2008/09)
- Possible addition revenue costs associated with general satisfaction survey in 2009/10

B) Workforce

KEY EXTERNAL DRIVERS	KEY INTERNAL DRIVERS
<p>Continued development of Government agenda for Local Government</p> <p>Local Elections (May 2007)</p> <p>Development of CPA: Use of Resources; Direction of Travel; Area Based Assessments from 2008/09</p> <p>Gershon Efficiency Review – emphasis on procurement and collaborative working</p> <p>E-Government</p>	<p>Organisational Development – developing roles of Strategic Directors and Heads of Division linked to cultural change</p> <p>Continuing development of Overview and Scrutiny</p> <p>Continuing development of outcome based approach</p> <p>Development of programme, project and performance management and monitoring systems, linked to Covalent IT system</p> <p>Development of partnership and collaborative working</p> <p>Office moves linked to home working / flexible working proof of concept</p> <p>Shared staff resources across Divisions</p> <p>Introduction of new IT systems, including EDRMS</p>
WORKFORCE IMPLICATIONS	
<p>Develop new ways of working</p> <p>Team building across Divisions</p> <p>Develop influencing role of team</p> <p>Continuing development of IT skills</p> <p>Changing roles of staff to meet organisational needs</p>	

6. Key Performance Indicators

In addition to the indicators listed below, a set of indicators to monitor procurement will be introduced during the course of 2007/08 as part of the work on a Code of Practice for procurement.

Ref. No.	What does this show?	Who reports this ?	Achieved 2004/05	Achieved 2005/06	Estimate 2006/07	Target 2007/08	Target 2008/09	Target 2011/12
BVPI 3	Satisfaction with the City Council	HPM	No survey (61% 2003/04)	No survey	TBC	No survey	No survey	TBC
BVPI 4	Satisfaction with complaint handling	HPM	No survey (40% 2003./04)	No survey	TBC	No survey	No survey	TBC
Local (contributes to BVPI 8)	Invoices paid on time	HPM	Information not available following restructure of Directorate in 2005/06		91% (to end Feb 07)	100%	100%	100%
Local	Percentage of telephone calls for CX Directorate answered within 30 secs	HPM	Information not available following restructure of Directorate in 2005/06		88.03% (to end Jan 07)	Baseline and targets to be reviewed following further restructuring due in May 2007		
Local	Percentage of telephone calls for CX Directorate not answered	HPM	Information not available following restructure of Directorate in 2005/06		8.53% (to end Jan 07)	Baseline and targets to be reviewed following further restructuring due in May 2007		
Local	Speed of responding to correspondence (CX Directorate)	HPM	Information not available following restructure of Directorate in 2005/06			Baseline and targets to be reviewed following further restructuring due in May 2007		

7. Proposals for Consultation

What Research or consultation do we intend to carry out	How will we be doing it?	When will we be doing it ?	How will we use the results?
Survey required to collect satisfaction BVPIs (other than for planning, revenues and housing)	Postal survey (subject to discussions on possible collaboration)	As required in national guidance	To inform future direction of Council's work, as reflected through the Community Strategy and Corporate Strategy
Surveys to review Member and officer views on scrutiny process	Questionnaire circulated to Members and staff	December 2008 and every two years thereafter	Future development of the scrutiny process

8. Key elements of risk management

Area	Risk number	Rating	Cluster and MAP link	Short name	Risk ownership	Cause	Consequence	Action required
CX	4011	B3	Legislative	Local Government Act 1999 (Best Value) – non-compliance	HPM	<p>Best Value Performance Plan not produced on time and in line with guidance.</p> <p>Best Value Performance Indicators (BVPIs) not collected and submitted on time and in line with guidance</p> <p>Satisfaction surveys required for BVPIs not carried out in accordance with guidance.</p> <p>Council fails to have regard to need for continuous service improvement.</p> <p>Failure to carry out service reviews.</p>	<p>Management letter produced by external auditor qualified.</p> <p>Loss of reputation with Government / Audit Commission</p> <p>Adverse impact on any future Comprehensive Performance Assessment score</p> <p>Potential adverse impact in any future review of local government.</p>	See actions 6, 11, 13, 15, 16 and above.

Area	Risk number	Rating	Cluster and MAP link	Short name	Risk ownership	Cause	Consequence	Action required
CX	4012	B3	Managerial / Contractual	Procurement procedures not delivering best value for the Council	HPM	<p>Lack of staff training, knowledge and skills</p> <p>Failure to take advantage of economies of scale in procurement</p> <p>Contracts not let and managed effectively.</p> <p>Procurement not used to support broader Council aims.</p>	<p>Poor value for money in procurement of goods and services.</p> <p>Lost opportunities for better / less costly services</p> <p>Restructuring of local government.</p>	See 8, 25, 26, 27 and 28 above
CX	4013	C3	Managerial / Technological	E-enabled performance management system not used to best effect	HPM	<p>System not developed to be 'fit for purpose'.</p> <p>Lack of commitment from senior managers</p> <p>Lack of resources to implement and maintain system</p>	<p>Wasted resources, particularly staff time.</p> <p>Anticipated efficiencies not achieved</p>	See 3 and 4 above